Resource Guide

This guide includes key content from the session, exercises, and space for note-taking.

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CAREER PATHWAYS IN ACTION:
An Integrated Education and Training Approach

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THE BIG PICTURE: CAREER PATHWAYS

What are career pathways?

Integrated education, skills, and credential attainment sequences that:

- Align to skill needs of targeted sectors and are employer-driven
- Articulate the full range of pre-K-12, adult education, and post-secondary education assets: No "dead ends," multiple on- and off-ramps
- Embed "stackable" industry-recognized credentials
- Make work a central context for learning
- Accelerate educational and career advancement through assessment of prior learning, integrated "basic" education and technical training, and other strategies
- Provide supports at transition points

The Value of Pathways

Career pathways provide a framework for building comprehensive education and training systems where all partners – education, workforce development, economic development, human services, along with employers (including industry partnerships) and other stakeholders – come together to design and deliver the full spectrum of education and skills training needed for careers in in-demand industries.

Why career pathways?

- Global competition
- Too many Americans are undereducated
- Economic growth is linked to postsecondary education
- Access to "middle-skill," family-sustaining careers (and beyond)
- Employers' critical demand for relevant employability and technical skills
- One size does NOT fit all

Integrated Education and Training: The Foundation of Talent Pipeline Development

- Key drivers: Industry/employer competency needs
- Embed "soft"/essential and foundational skill development with technical skills training
  - Co-requisite/concurrent vs. traditional developmental education sequential/prerequisite approach

- Team teaching
- Integrate stackable credentials and micro-credentials
  - Not just long-term degrees
- Focus on workplace-driven contextualized learning
- Seamlessly articulate training and skill development progressions among programs and partners
  - No "cracks" or "dead ends"
- Accelerate attainment and advancement!

Priorities of WIOA

Examples of an Integrated Approach to Sectors, Pathways, and Work-Based Learning

- Target sectors are identified using the most currently available **state and regional labor market data**.
- Clearly **reflected in goals and actions of strategic plans**.
- Industry partnerships **include key sector employers** who are driving the initiative forward and are also informing career pathways development and offering work-based learning.
- Gives **clear direction to the Center operator regarding industry sectors** to be targeted, including quantified expectations and targeted service and training resources.
- **Coordinates with education providers, human service partners, and industry associations in the design and delivery of career pathways** aligned to skill needs identified sector strategy efforts and complementary work-based learning.

- **Engages in a collaborative, demand-driven approach** to respond to employers' immediate needs in partnership with economic development entities and service providers.
- Develops **linkages with employers to encourage employers to use the system** and to support local talent development Center needs.

Exercise 1: State of Career Pathways/IET In D.C.

Discuss at Tables and Prepare to Report Out

- If you could envision a career pathways system, what would it look like? What elements might part of that system?

- What is currently in place re: pathways and IET and working well?

- What are the challenges that need to be addressed?

- What will help you make it work and move forward?

Notes

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FEATURES, BENEFITS, AND DEVELOPMENT OF CAREER PATHWAYS

Career pathways create defined paths for workers to progressively achieve:

- Higher level skills
- Advanced positions
- Family-sustaining wages

Career Pathways: Who Benefits?

- Job Seekers/Workers
    – More navigable on- and off-ramps and corresponding labor market currency
    – Prepared with needed competencies and credentials
    – Opportunities for career advancement and related supports
- Employers
    – Talent pipeline with the right skills
        - In low unemployment, employers need more people into the qualified labor pool
    – Retention
    – Succession/"backfilling"

Career Pathways Have Two Key Moving Parts

- Employer-driven program development
    – Employers (and data) drive design
- Education and workforce systems change

Career Pathways at Their Best

- Align multiple programs to make it easier for all individuals, including those who are underprepared, to access, progress, and complete pathways to industry-recognized credentials and family-supporting careers
- Include the following key features:
    – Multiple entry and exit points
    – Sequenced, modularized, and contextualized coursework that aligns with stackable credentials and jobs
    – Integrated essential and foundational skills training

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— Articulation of each educational level to the next, with embedded attainment of industry-recognized credentials

How do you build career pathways?

Career Pathways:
Six Key Elements

Sector Strategies
Drilled Down to Service
Delivery

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Career Pathways & Sector Strategies
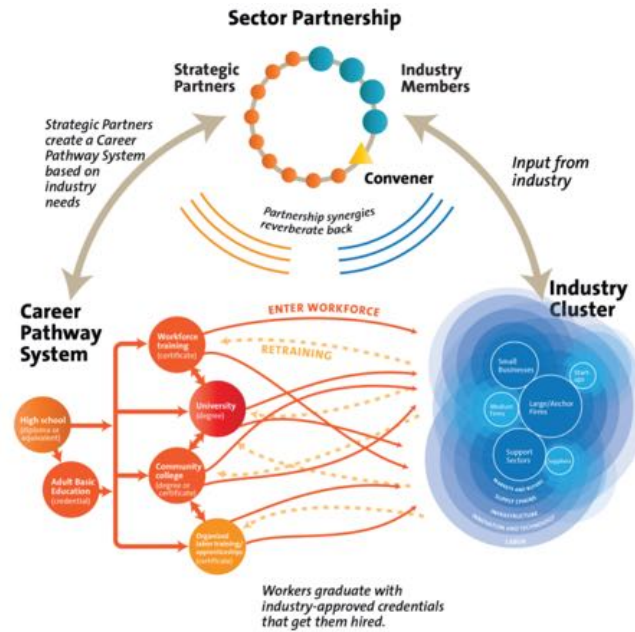
Woolsey, L., & Groves G. (2013). *State sector strategies coming of age: Implications for state workforce policymakers*. Retrieved from National Governors Association Web site: http://www.nga.org/cms/home/nga-center-for-best-practices/center-publications/page-ehsw-publications/col2-content/main-content-list/state-sector-strategies-coming-o.html

Sectors and Pathways = New Way of Doing Customer Engagement

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Overview: Key Elements

- Unified regional job seeker/worker/student services
- Use of LMI/data and business intelligence
- Staff capacity around target industries and pathways in those industries
- Connection to business services planning/delivery
- Measuring impact/results from customers' perspectives and continuous improvement

Pathways from the Job Seeker Customer's Perspective

- Receive meaningful career information and exploration opportunities
- Less fragmentation/silos in navigating the system: No "cracks"
- More opportunities (training, internships, etc.) to get to regional high-growth companies and careers
- Seamless and defined career pathways, with integrated supports
- Facilitated support

Sectors and Pathways = New Way of Doing Business Engagement

Overview: Key Elements

- Unified regional business services organization and solutions
- Industry partnerships and employer engagement
- Use of LMI/data and business intelligence
- Employers drive education/training design and delivery

- Connection to job seeker service planning/delivery
- Measuring impact/results from employers' perspectives and continuous improvement

Pathways from the Employer Customer's Perspective

- Employers' talent needs, challenges, and obstacles drive solutions
- Partner training, education, and resources aligned and coordinated around customized solutions
- Duplication is eliminated and investments are streamlined
- "Hassle" is reduced/eliminated
- Industry-knowledgeable staff
- Seamless and defined career pathways to drive their talent pipelines

Resources

- USDOL/ETA's Career Pathways Toolkit: https://careerpathways.workforcegps.org/announcements/2016/10/20/09/37/Career_Pathways_Toolkit_An_Enhanced_Guide_and_Workbook
- Funding Career Pathways: A Federal Funding Toolkit for State and Local/Regional Career Pathway Partnerships: http://www.clasp.org/resources-and-publications/publication-1/Career-Pathways-Funding-Toolkit-2015-8.pdf
- National Skills Coalition IET Policy Toolkit: http://www.nationalskillscoalition.org/resources/publications/file/Integrated-Education-and-Training-Policy-Toolkit.pdf
- Framework for Measuring Career Pathways Innovation: http://www.nationalresourcenetwork.org/en/Document/305891
- Perkins Collaborative Resource Network (PCRN) Career Pathways Systems Resources: http://cte.ed.gov/initiatives/career-pathways-systems
- U.S. Department of Education OCTAE/LINCS Career Pathways Resources: https://lincs.ed.gov/professional-development/resource-collections/by-topic/Career Pathways
- National Career Pathways Network: http://ncpn.info/index.php
- Jobs for the Future Career Pathways Resources: http://www.jff.org/publications?tags=7
- Catalog of Career Pathways Toolkits: https://cptoolkitcatalog.peerta.acf.hhs.gov/sites/default/files/current_catalog.pdf
- Workforce GPS Career Pathway Community of Practice: https://careerpathways.workforcegps.org/
- JFF Self-Assessment Tools: Organizational Readiness for Implementing a Work-Based Learning or Career Pathways Program: http://www.jff.org/publications/self-assessment-tools-organizational-readiness-implementing-work-based-learning-or

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USING PARTNERSHIPS TO CREATE BEST PRACTICE TALENT PIPELINES
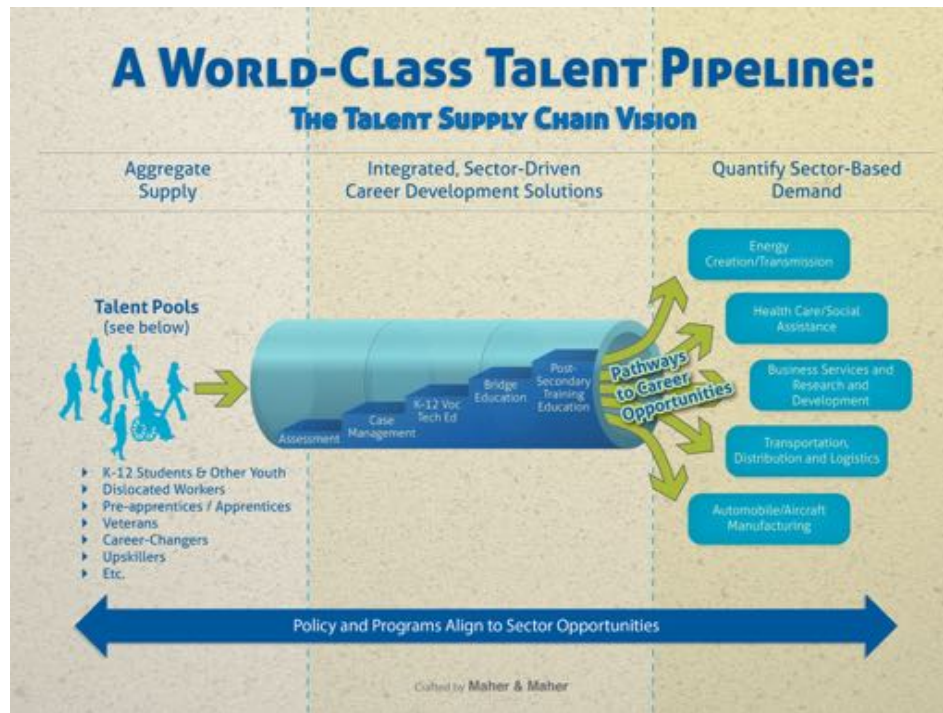
Sector Strategy Success Factors

- Are Driven by Great Data
- Are Founded on a Regional Vision
- Are Guided by Industry
- Lead to Strategic Alignment
- Transform How Services are Delivered
- Are Measured, Improved, and Sustained

Stakeholders in the Career Pathways System

- Students/Parents/Guardians
- Workforce Development
- Economic Development
- Chambers of Commerce

- Business and Industry
- Additional Govt./Public Agencies
- Community-Based Organizations
- Additional Private & Non-Profit Organizations

Industry Sector Partnership Model
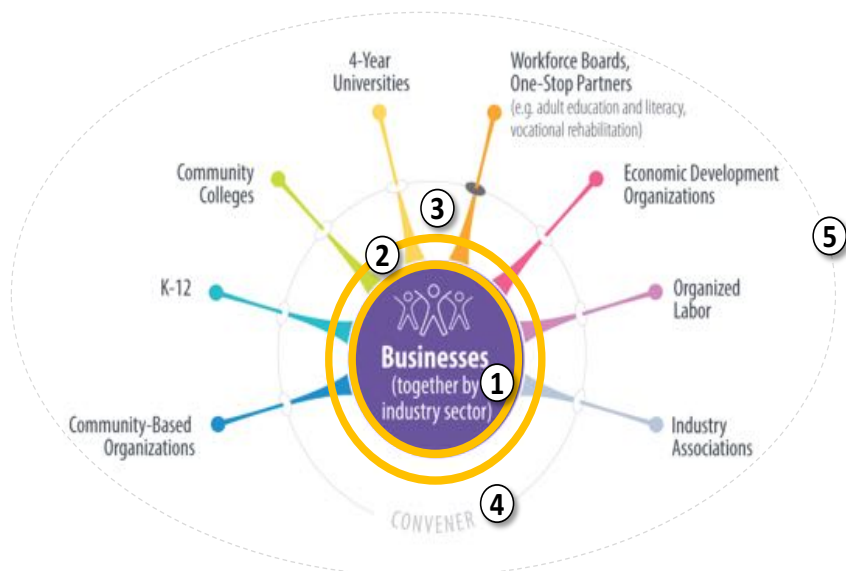
Developing Partnerships

Exercise 2: Thinking Creatively

- What would you like to be able to offer customers that you aren't offering today?

- What would you like to achieve for customers that you aren't achieving today?

Thinking in Resource Networks

- Making the shift:
  - Resource-constraint model: Customers are "owned" and served by an individual agency or program
  - Resource-opportunity model: Customers are "owned" and served by a networked system of resources and services
  - Partnering and resource-braiding: Not just the "right thing to do," but an opportunity to increase program and customer outcomes
    - Creating more success stories

Success Factors

- Customer needs must drive service/funding portfolio
- Partnerships and leadership essential to systems change
  - Overcoming "turf" concerns

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- Shared goals and strategies
- Partner co-location important, but collaborative service planning and funding investment essential
    - Team-based service planning and customer relationship management
    - Functional organization/operations to link and leverage resources
- Capitalize on partners' strengths
- Staff capacity needed for financial and administrative oversight

Resources

- Center for Law and Social Policy's Federal Funding for Integrated Service Delivery Toolkit: http://www.clasp.org/resources-and-publications/files/CWF_ALL.pdf
- National Collaborative on Workforce and Disability's brief, "Blending and Braiding Funds and Resources: The Intermediary as Facilitator": http://www.ncwd-youth.info/information-brief-18
- National Technical Assistance and Research Center to Promote Leadership for Increasing the Employment and Economic Independence for Adults with Disabilities' paper, "Using Braided Funding Strategies to Advance Employer Hiring Initiatives that Include People with Disabilities": http://www.dol.gov/odep/pdf/BraidedFSReport.pdf

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EFFECTIVE INTEGRATED EDUCATION AND TRAINING MODELS

Integrated Education and Training

IET is an education model that combines occupational skills training with adult education services to increase the educational and career advancement of participants.

> – U.S. Department of Education Office of Vocational and Adult Education

IET Key Elements

- Contextualized teaching
- Shared classroom authority
- Real-world application
- Student as stakeholder in their own education
- Shorter pathway to employment (or shorter pathway to higher education)

Types of IET Programs:

- Bridge Programs
- Workplace Learning Programs
- Pre-Apprenticeship Programs
- Integrated English Literacy & Civics Education Programs
- Corrections Education Programs
- Postsecondary Education Programs
- Out-of-School Youth Programs

Exercise 3: How do we engage our customers in IET program design?

- Employers – Engaged in development of curriculum with education/training providers

- Job Seekers – Preparation to be ready to enter the training

Strategies for Long-Term Success

Messaging

- Create a common message and vision around the need for and use of career pathways (to be communicated over and over to all stakeholders)
- Create a common vision for what you want career pathways to accomplish
- Identify what stakeholder is responsible for what (recruitment, job training, funding, referrals etc.) and make sure everybody understand each other's programs/services
- Find Champions at leadership levels

Student Focus

- Focus on student/client success and outcomes
- Identify the investment in student/customer to reach common goal
- All stakeholders have to be committed to and engaged in the work
- Talk to clients/students to find out what their experience is, what's is working, what is not?
- Identify various target populations and onramps available to them.
    - People need to be reached where they are at, you can't expect them to come to you.

- For example, adult education students may not attend an orientation on community college campus. Instead, hold the meeting at the adult education center.
- Build in short term milestones along the career pathway for students to focus on.

Support Services

- Integrate student support services into the model
  - Academic support
  - Career services
  - Financial
- Help students navigate funding options that are available to them, including how to pay for tuition, transportation, child care, fixed expenses, etc.

Career Pathways

- Believe that the career pathway approach is a better way of doing business than the way it has been done
- Identify how career pathways aligns to work/outcome each stakeholder is currently responsible for
  - This shows how the work is not an add on to what's already doing, but it will help to accomplish current mission
  - Consider creating an alignment matrix that shows how each career pathway outcome aligns to current scope of work
- Design career pathways, where possible include acceleration strategies, contextualized curriculum and work based learning opportunities
- Create visuals for career pathways (maps and other job aids)
- Institutionalize processes as soon as possible
- Expect to have to make changes/adjustments

ID Industry Sectors and Engage Employers

- All career pathways have to be connected to jobs! Without a connection to jobs, career pathways do not mean much since they have to be aligned to sector/employer/labor market demands.
- Below are some examples of employer engagement:
  - Participate in curriculum and activity design
  - Visit the classroom to speak to students about industry requirements & opportunities
  - Conduct mock interviewing during the course of the AOKY program
  - Offer worksite tours
  - Offer job shadowing experience
  - Offer work study opportunities
  - Offer unpaid internships
  - Offer paid internships/coop opportunities (more info required below)
  - Interview graduates upon graduation
  - Prioritize graduates for any available job openings
  - Place graduates – they have current/ongoing job openings

Team Teaching Models

- **Traditional Team Teaching:** Teachers actively share instruction to all students.
- **Collaborative Teaching:** Teachers exchange and discuss ideas and theories in front of the learners.
- **Complementary/Supportive Team Teaching:** One teacher teaches the content; the other provides follow-up activities.
- **Parallel Instruction:** Teachers teach the same material to different groups.
- **Differentiated Split Class:** Each teacher teaches a group based on their learning needs.
- **Monitoring Teacher:** One teacher instructs while the other monitors student understanding.

Acceleration Strategies

- Paired courses
- Co-requisite courses
- Contextualizes basic skills education
- Modularized courses and/or competency based courses
- Compressed courses and/or schedules
- Dual credit

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Multiple Entry and Exit Points

- Provide **visual roadmaps or templates** depicting the coursework, competencies, skill requirements, and credentials needed for a series of related occupations in an industry sector.
- Provide employers with an **organizational development tool** to focus on career planning and development for their employees.
- Include **career lattices** that identify multiple entry and exits points and potential lateral and vertical movement within an occupation or career cluster linked to occupational labor market data.
- Ensure **roadmaps are "demand-driven"** and collaboratively developed, fully engaging employers, faculty, advisors, educational administrators, workforce professionals, and labor representatives as appropriate.
- Maximize the **use, distribution, and visibility of tools** by students, advisors, counselors, parents, and public workforce development professionals.

Guidance and Sustainability

Career Development System

Elementary: career awareness

Middle school: career exploration

High school: career preparation and application

Postsecondary: career preparation; career management; life-long learning

Sustainability of IET

- **Regionalizing** already successful local approaches: **New partners, new challenges**

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- Moving beyond engaging business: To **business as a lead**
- Designing career pathways – and apprenticeships – at an **industry-level scale**
- Sectors as foundation for **systems change**
- **Operationalizing**: What does a sectors focus mean at service delivery level?

Resources

- Integrated Education and Training: Model Programs for Building Career Pathways for Participants at Every Skill Level http://www.clasp.org/resources-and-publications/publication-1/WIOA-IET-Model-Programs.pdf
- JFF PowerPoint: Accelerating CTE Quick-Start Institute http://www.jff.org/sites/default/files/Quick-Start%20Slides%20042216.Final_.pdf
- JFF Agenda: Accelerating CTE Quick-Start Institute http://www.jff.org/sites/default/files/quick%20start%20agenda-050316-final.pdf
- Integrated Education and Training Policy 50 State Scan http://www.nationalskillscoalition.org/resources/publications/file/Final-IET-Scan.pdf

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HOW MIGHT WE? MOVING FORWARD AND MAKING THE TRANSITION HAPPEN

What is Human Centered Design?

A collaborative, discovery-based journey.

Research — Get inspired by the people you're serving. Start by listening to people to get new ideas about how to design for them.

Synthesize — Identify patterns and surprising insights to inspire new opportunities for design.

Ideate — Brainstorm new ways to serve your customers.

Prototype — Try out your ideas and get feedback from customers – so you can revise your prototypes and get more feedback.

Test — Try out a pilot program and experiment with ways to implement your new ideas.

Exercise 4: How might we …

Notes